## 4.0 INFORMATION AND ANALYSIS

Fort Benning is a large and complex installation. We rely on a vast amount of information to manage our processes. Information dominance is the ability to collect, review, analyze, process and disseminate an uninterrupted flow of information. To do this, we collect, manage, prioritize and report information by focusing on the seven points shown in Figure 4.1

What We Do
Whom We Do It For
Why We Do It
Who Helps Us
How Well We Do It
Who Else Does It
How We Can Do It Better

Figure 4.1

management and collection systems that are unique to specific processes to streamline and consolidate information. But…as the Infantry leader, we execute and define our mission above and beyond that which is assigned to us by the Department of the Army. "*What We Do"* and "*How We Do It"* drives our information and data management plan. We use a Benning-based information system that ties our information to review cycles within our key processes which are linked to action plans that emanate from the Strategic Plan (Figure 2.1). Figure 4.2 below illustrates the structure we use for our review and analysis process. This process depicts how we support and manage Fort Benning. Each process determines the type of data required and measures for control strategies to monitor performance and identify areas for improvement.
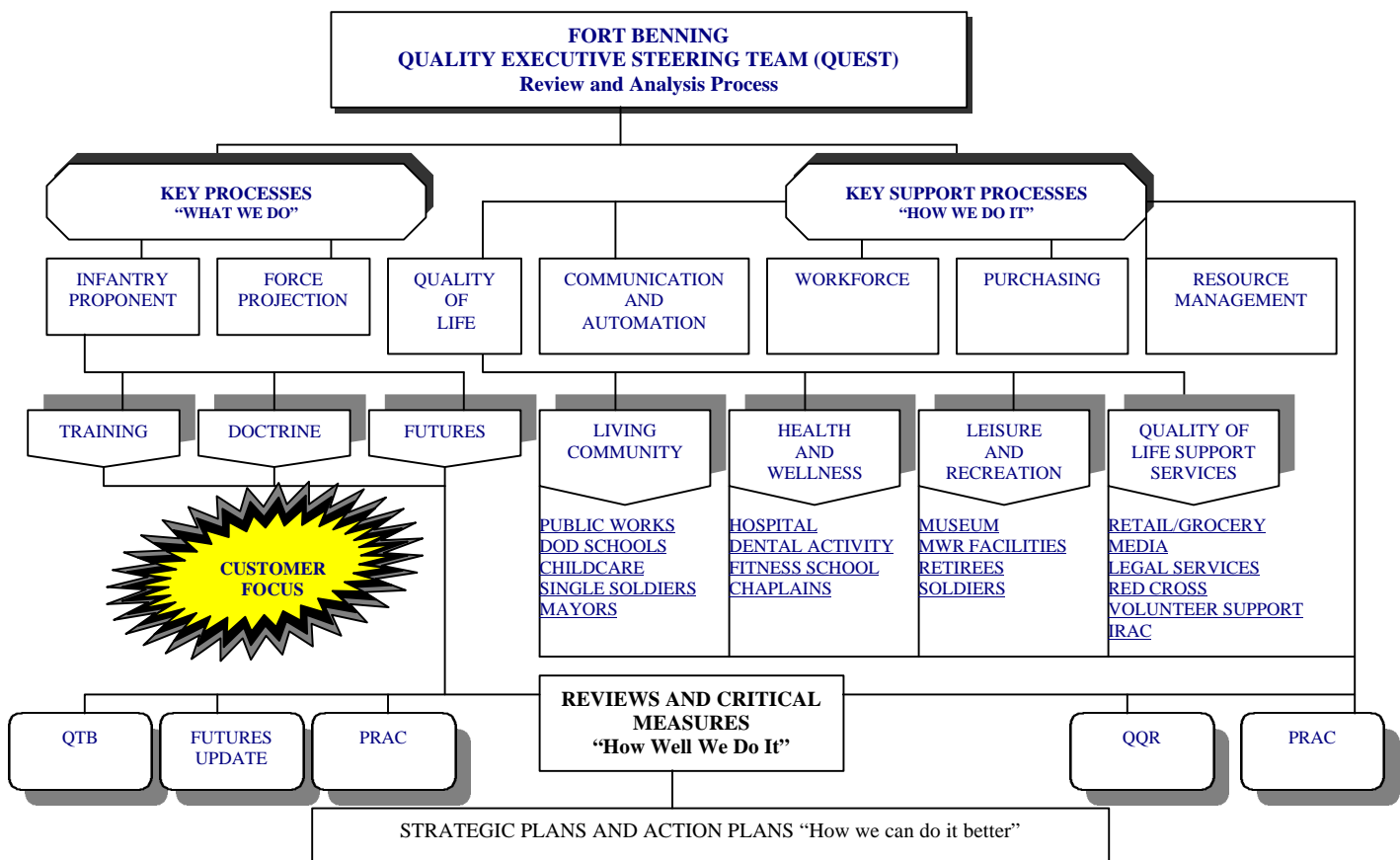
4.1 Selection & Use of Information and Data.

4.1a(1) The Army Management Structure is the basis for *"What we do"* at Fort Benning. We use this system, plus other standard Army

The Measurement Planning Guide at Figure 4.3 outlines the major types of information that we gather. Using this tool ensures a balanced representation of measures and provides us with a

dynamic and encompassing way of measuring performance, prioritizing needs, and identifying areas for improvement going far beyond adherence to statutory and regulatory requirements.
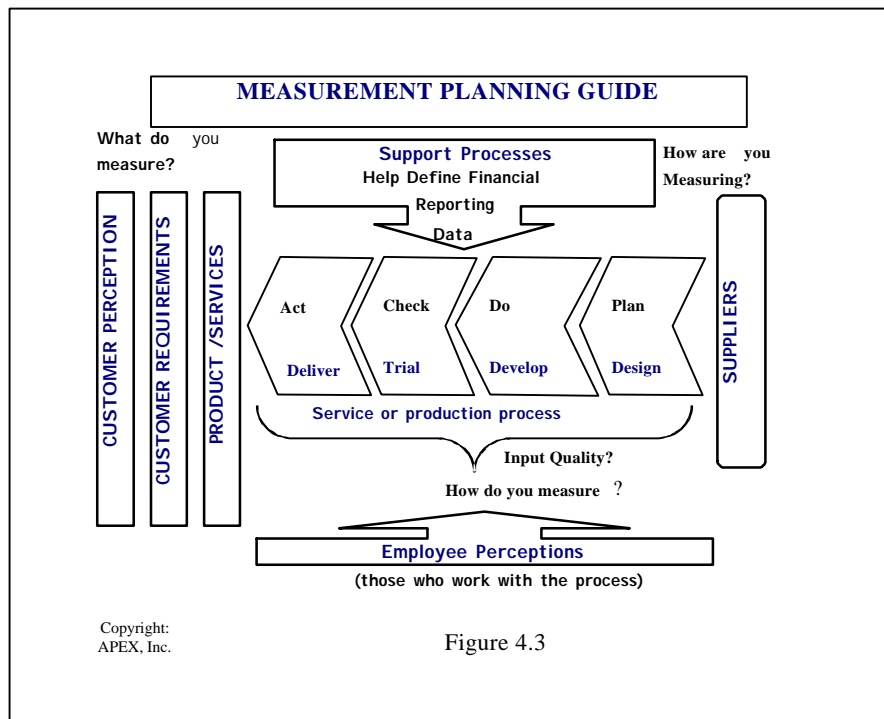

Figure 4.3

Our QUEST is the primary forum for selecting and managing information. They use the Measurement Planning Guide to evaluate information from a customer, supplier, and employee perception relating each to our key mission and support processes and action plans. At the key mission process level, information is received, reviewed, analyzed, and provided to members of the QUEST through Quarterly Training Briefings (QTBs), monthly Futures Updates, and Program Resource Advisory Committee (PRAC) meetings. At the support process level, information is received, reviewed, analyzed, and provided to members of the QUEST through Quarterly Quality Reviews (QQRs) and PRAC meetings. Figure 4.4 reflects *"What We Do"*-- our missions. Figure 4.5 reflects *"How We Do It"* -- our support processes. This

year, as an improvement and overall benefit to Fort Benning, we are enhancing our review and analysis process by developing a more structured information gathering and measurement planning system. The ultimate goal is a desktop scorecard for the Commanding General (CG) that identifies critical performance measures by key and support processes.

4.1a(2 and 3) Internal information from the QUEST is disseminated through our Installation Strategic Plan (Figure 2.1). The CG's annual training guidance provides guidance for his quarterly performance reviews. Figure 4.2 illustrates how performance data is disseminated to our stakeholders, both functionally and cross-functionally. Another avenue for disseminating information is through our automated networking systems. The most frequently used systems include civilian personnel (PERSACT), training (TRAIN, ATRRS), sales and supplies (SARSS), resource management (ASIMS, DCAS, STANFINS, SRD-1), and contracting (SAACONS). We also have a multi-level, installation-wide Intranet that allows sharing and access to information and data on a local level. To better support our customers, we maintain a presence on the Internet Worldwide Web that takes key information and makes it readily available. Customers can access information ranging from telephone directories or installation maps to more complex class schedules, training memorandums and student packing lists. Users have access to and obtain information from the Worldwide Web.

"WHAT WE DO"				

CUSTOMER SEGMENT	GOAL	OBJECTIVES/STRATEGIES/ACTION PLANS N-NEAR, M-MID, L-LONG TERM	INFORMATION AND PERFORMANCE MEASURES	REVIEWS	RESULT
Infantry Proponent ➢ **Training**	1,2,6,7	**N**, M, L- Provide trained Infantry Soldiers. M- Determine trends and develop plan to reduce failure/dropout rate by 50% in courses graduating < 95%. Increase use of Training Aids, Devices, Simulators, Simulations (TADSS) by N-10%, M-50%, L-100%. L- Upgrade classrooms to CL XXI standards. N- Review courses to determine material suitable for Distance Learning (DL). M- Functional courses converted to DL or combination of DL material and resident instruction. L- All Infantry courses are in DL format or combination DL and resident.	**C**ustomer Satisfaction Graduation Rates # Student/trainees Percent of courses using TADSS. Percent of classrooms that meet or exceed CL XXI standards. Percent of courses converted to Distance Learning.	QTBs	7.1.1 7.1.2 7.1.3 7.1.4 7.2.1 7.5.1 7.5.2 7.5.3 7.5.4
➢ **Doctrine**	1,2,7	**N**- Publish Field Manual publications by projected date. M- 90% of Infantry Doctrinal Manuals available on Army-wide Doctrine and Training Digital Library (ADTDL). M- Develop integrated multimedia doctrinal instruction CD-ROM for battalion-level Infantry units. M- Develop integrated multimedia equipment and weapons operations manuals on CD-ROM. L- Review manuals annually for deficiencies and maintain average age of publications groups. Maintain customer satisfaction levels at or above 80%.	**C**ustomer Satisfaction. Projected and actual publication dates for each manual. Percentage of manuals on-line on the ADTDL. Number manuals on CD-ROM. Average age of groupings of publications.	Futures Meetings/ Updates	7.1.5 7.1.6 7.1.7 7.1.8 7.5.5 7.5.6 7.5.7
➢ **Futures**	3,7	**D**evelop an Infantry Branch Concept looking out to the year 2010, which describes the capabilities needed for Infantry forces to execute missions and is the foundation for branch analysis, modernization plans, and operational concepts. Incorporate into the concept capabilities needed to execute Force XXI concepts for continuing Infantry dominance in future conflicts. Develop Master Plans for: ➢ Anti-armor ➢ Clothing/Individual equipment ➢ Combat Identification ➢ Information Systems ➢ Mortars ➢ Own the Night ➢ Small Arms ➢ Tactical Robotics ➢ Electronic Protection Monitor Army Science & Technology Program and Lobby for Science &Technology support for Infantry systems.	**C**ustomer feedback/Testing # New Infantry ORDS % Top Ten Systems Funded % Approved Infantry Requirements Documents # Systems in CINC's IPL # Infantry CEPs conducted # Future Operational Capabilities approved # ITTs executed # STOs supporting R&D # Personnel trained in NFEC # System specific Training Device Requirements prepared Plan development time-lines	Futures Meetings/ Updates Sharing/ exchange of info via e-mail and Internet across entire Army. Quarterly R&A for TRADOC CG	7.1.9 7.1.10 7.1.11 7.2.18 7.2.19 7.2.20 7.5.8
Force Projection	4,7	**D**eploy and support individuals, units, and contingency forces. N- Develop state-of-the-art Emergency Operations Center (EOC). M- Reduce restrictions on ammunition operations by 50%. L- Plan and provide Force Projection infrastructure.	**C**ustomer Satisfaction Prescribed timelines Individual/Unit readiness Deployments Cycle Time Equipment Readiness	QQRs PATs	7.1.12 7.2.2 7.5.9 7.5.10

Figure 4.4

"HOW WE DO IT"

CUSTOMER SEGMENT	GOAL	OBJECTIVES/STRATEGIES/ ACTION PLANS N-NEAR, M-MID, L-LONG TERM	INFORMATION AND PERFORMANCE MEASURES	REVIEWS	RESULT
Installation Management **Quality of Life** ➢ **Living Community**	5	**R**educe volume of solid waste. (Reduce by 50% over period FY92 to FY 98) Increase student achievement to exceed national average. Increase utilization of Childcare Centers.	**C**ustomer Satisfaction Tons Academic Standards Environmental Management Facilities Utilization	QQR PRAC MWRBOD	7.1.13-16 7.2.3 7.2.4 7.2.21 7.5.13 7.5.14 7.5.15
➢ **Health and Wellness**	1,5	**I**mprove customer access to medical care. Improve customer access to dental care by reducing failed appointments. Improve availability and participation at fitness courses and activities. Improve ministry team responsiveness.	**C**ustomer Satisfaction. Missed Appointments. Readiness Ratings. New Programs, Services and Products. Access Standards.	QQR PRAC MWRBOD	7.1.17 7.1.18 7.1.19 7.2.6 7.4.1-6
➢ **Leisure and Recreation**	5	**M**eet/exceed budgeted Net Income Before Depreciation (NIBD). N- Provide modern, innovative, state-of-the-art recreation and leisure programs, services, equipment, and facilities. M- Expand customer base and increase customer satisfaction. L- Continuous improvement and success as a leader in recreation and leisure activities.	**C**ustomer Satisfaction NIBD Mystery Shopper Facility Utilization MCA/NAF MC Funding Participation Rates AAFES Sales	QQR PRAC MWRBOD	7.1.20 7.1.21 7.1.22 7.1.23 7.2.9-22 7.2.23-25 7.5.18
➢ **Quality of Life Support Services**	5	**F**amily Support Programs/Services/Facilities Improve knowledge/access to OSJA products/services. Increase media coverage. Increase participation in Red Cross Services. Increase Commissary product availability. Be First Choice AAFES. Provide Auditor Support.	**C**ustomer Satisfaction Participation Rates Facility Utilization Self-Directed Teams Automation Sales Volume Employee Satisfaction	QQR PRAC PAT	7.1.24 7.2.7 7.2.8 7.2.26-27 7.5.16 7.5.18
Work Force	6,7	**M**- Provide career development opportunities and recognition. L- Assess/reinvent/integrate recruiting approaches. M- Develop action plan for the 2018 work force.	**C**ustomer Satisfaction Cost of Training Awards/Recognition Retention 2018 Action Plan.	QQR PAT AAR	7.1.25 7.1.26 7.2.10-13 7.3.1-15 7.5.17
Communication and Automation	8	**L**- Evaluate and implement new technology/system improvements to ensure customer access to information and data throughout Fort Benning and worldwide. M- Migrate to installation-wide MS Exchange e-mail system. N- Provide telephone service in partnership with contractor.	**C**ustomer Satisfaction Mainframe availability. Number workstations on network. % of fiber optic cable installed. Number of PC's with MS Exchange e-mail. Timeliness/Reliability	QQR	7.2.14 7.2.15 7.4.7 7.5.21
Purchasing	8	**N, M, L**- Award contracts within specified timeframes. N- Improve efficiency of contract award processes. L- Increase IMPAC Credit Card usage. N- Select high quality, efficient contractors. M- Ensure highly skilled acquisition professionals.	**C**ustomer Satisfaction Procurement Administrative Lead-Time (PALT). Contract Competition IMPAC Card Usage DAWIA certification	QQR	7.2.16 7.4.9 7.5.22
Resource Management	8	**N, M ,L** - Migrate financial systems from main frames to PC windows-based environment. N,M,L - Distribute resources to support Commanders' priorities. N,M,L - Monitor AFP execution. M,L - Acquire funds for and resource capital investments with best Return on Investments.	**C**ustomer Satisfaction #/Type of allotments mailed. New Programs/Systems. CDR's Funded Functions Review Budget development and Execution. Reprogramming actions. FMRA,Yearend procedures Joint reviews Bold Grants Program Key Enabling Investment Pgm	PRAC QQR PATs COB Cdr's Review. Joint Reconcilia-tion Pgm.	7.1.10-11 7.2.1-4 7.2.10-11 7.2.14-17 7.2.18-21 7.3.17 7.5.11-12

Figure 4.5

4.1a(4) We use several forums, both formal and informal, to evaluate and improve how we disseminate and use information and data. Figure 4.6 illustrates examples of our *informal* evaluation and continuous improvement processes. Our *formal* evaluation and improvement processes are QTBs, QQRs, Futures Updates and PRACs (Figure 4.2).

Our measurement-planning guide focuses us *first* on the customer. From this focus, we establish our baseline data and action plans to drive improvement.

4.2a(2) Our mission process owners establish benchmarks and compare their processes to competitors that are similar in size, have similar products and services, and operate in similar markets in the government and industry.

STAKEHOLDERS	INFORMATION REQUIREMENT	HOW INFORMATION IS SHARED	HOW EVALUATIONS AND IMPROVEMENTS ARE MADE
Customers: Soldiers Units Families Work Force Retirees MACOM, DA Local Community	Timely Accurate Reliable Easy Access	Fort Benning Home Page Electronic Marquee, TIPS in key areas Command Data Summary booklets Military TV Channel, Newspaper Bulletins, Inter/Intranet, E-mail, FAX Councils, Meetings, VTCs Dial-5 Boss System Automated reservation and appt systems	PATs Customer surveys Comment Cards BOSS Councils Annual APIC self-assessments MWR BOD Town Hall Meetings
Suppliers/ Partners: DOD, DA, MACOM MEDDAC, DENTAC AAFES, Commissary, Vendors, Contractors, Community	Timely Accurate Reliable Easy Access	Video teleconference Internet, E-mail, FAX Automated information systems Meetings Coordination/Site visits Training, Co-location	PATs Performance Results Supplier surveys Information Management Support Council Annual APIC self-assessments

Figure 4.6

4.2 Selection and Use of Comparative Information and Data. The nature of our business is to train and be prepared for current and future contingencies (war and peace-keeping missions) that may come with little or no notice. Although these entitled missions (Infantry Proponent -- Training, Doctrine and Futures) are unique and not easily given to comparison, we have had some successes in seeking new and innovative ways to drive improvement. Some examples are the development and acquisition of the Top 10 Systems within the Infantry Proponent, e.g., the Land Warrior (Figure 7.2.18). In our support processes, we actively engage in benchmarking and in best-in-class and competitive comparisons to set stretch targets and exceed customer expectations. One example is our new restaurant, "Reggies" (Figure 7.5.18).

4.2a(1) We review and analyze our competitors' performance data as we set performance goals. Internal measures provide us with a valid beginning point, *"How Well We Do It."* We then validate current performance and identify gaps in our continuous improvement efforts. We develop action plans and determine priorities based on the seven points shown in Figure 4.1.

However, we use a wider variety of comparative data sources in our support processes. These range from Army-level surveys of MWR customer satisfaction to more local competitive data comparisons such as those conducted by our commissary, AAFES, and recreation services. The comparative data used for our hospital extends beyond the military hospital industry. MEDDAC uses nationally accepted guidelines developed by the national accreditation board (Figure 7.4.1 and 7.4.2); our MWR and AAFES activities conduct competitive comparisons with DA and private industry (Figures 7.1.23 and 7.1.24).

4.2a(3) *"I am the Infantry, Follow Me!* Our goal is to be the BEST. The QUEST is the center of gravity of our senior leadership's efforts to energize and sustain continuous improvement at Fort Benning. The senior leaders work closely together to ensure a common understanding of missions and visions and transmit their collective energy to the rest of the *Fort Benning Team*. We disseminate comparative information to all potential users through our normal review processes (Figure 4.2) and other informal means (Figure 4.6). As performance measurement indicators are developed, a target threshold is identified for the process. The threshold is

adjusted over time based on appropriate competitive comparisons and benchmarks (Figure 7.1.26).

4.2a(4) Our processes use benchmarking as an improvement tool. Benchmarking is included as part of our Process Design and Improvement models (Figures 6.2; 6.4; and 6.5). We continue to implement improvements as we compare our processes with similar best-in-class activities. At the strategic level, we review this data during our strategic planning process (Figure 2.1). Figure 4.2 illustrates improvement reviews to set stretch targets and stimulate innovation. At the operational level, we continuously evaluate the validity of comparative data collected, explore new methods for expanding the scope of collecting data on competitors, and develop action plans.

4.3 Analysis and Review of Performance. Individual activities analyze their performance data and assess overall organizational performance through meetings with activity leaders and key process and support process teams. Performance measures at these levels are identified in the Installation Strategic Plan and analyzed quarterly at QTBs, QQRs, Futures Updates, and PRACs. Each process assesses its progress relative to plans semi-annually and reviews progress and current status of the areas identified for improvement.

4.3a(1) Key non-financial measures relating to quality, customer satisfaction, customer participation, and operational performance are integrated with such financial data as sales, cost of goods sold, overhead, and net income to evaluate ability to meet or exceed established performance standards. Information analyses and reviews are conducted by leaders at operational levels, as well as at the strategic level in formal reviews such as PRACs.

4.3a(2) Our key mission and support processes routinely gather data and information on process performance, productivity, employee satisfaction, safety performance, environmental performance, input and output performance, budget variance, and financial measures. A few examples in our human resources area are our organizational climate surveys and a recently implemented

Consideration of Others (CO2) Program that provides an informal feedback method for work force satisfaction (Item 5.3c). Appropriated fund financial data is managed at the Program Director level and aggregated at the command level. Non-appropriated fund financial data is managed at the Directorate level (Community Activities) -- a comprehensive process integrating and analyzing more than 50 activities.

4.3a(3) Competitive information and data are gathered and analyzed based on performance measures of similar activities to include both financial and non-financial results. In the business arena, our MWR uses major command data to compare operations at a detailed level. Additionally, competitive comparisons are conducted with local businesses. Results are used to drive continuous process improvements to ensure best-in-class performance (Figure 7.5.18).

4.3a(4) Our process owners balance mission requirements and workloads against authorized funding. The annual budget is used to project, prioritize and plan future operations. The QUEST sets work performance priorities based on information from process owners; the Installation Planning Board establishes priorities for appropriated fund construction; the MWR Board of Directors (BOD) approves MWR priorities; and the PRAC recommends resource priorities.

4.3b(1 and 2) We use our Measurement Planning Guide (Figure 4.3) to systematically assess performance relative to process alignment with customer, supplier, and employee perceptions and to identify areas for improvement and changing operational needs. The QUEST conducts a review and analysis at least quarterly through QTBs, QQRs, Futures Updates, and PRAC sessions. Financial data is aggregated at the installation level through Program Directors. An additional review process is the annual Infantry Conference that is held with key Army leaders and hosted by our CG. Results from the conference are shared with Army leaders worldwide. Our Secretary General Staff shares significant installation activities biweekly via email. This is key to the operation of Fort Benning.